

Mecklenburg

Livable Communities Plan

GREATER CHARLOTTE
BIG CITY OPPORTUNITIES, SMALL TOWN FEEL



PHOTO: GARY P. CARTER

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CHARLOTTE • CORNELIUS • DAVIDSON • HUNTERSVILLE • MATTHEWS • MINT HILL • PINEVILLE

GREATER CHARLOTTE IS HOME.

Home to generations of families and cultures from all over the world.
Home to neighborhoods that blend thriving businesses with natural landscapes.
Home to endless opportunities for all, *where good people make great things happen.*

As we pursue our livability vision, we embrace the following **Guiding Principles**:



WELCOMING
We are a hospitable destination for those seeking opportunity.



INNOVATIVE
We are entrepreneurial and pioneer solutions to support a prosperous community.



CONNECTED
We are physically and socially linked to one another.



INCLUSIVE
We celebrate our differences and see them as strengths that bind us together.



PREPARED
We provide opportunities for learning and applying new skills—in school, on the job, and throughout our lives.



HEALTHY
We protect the foundation of our community—our residents and the environment.



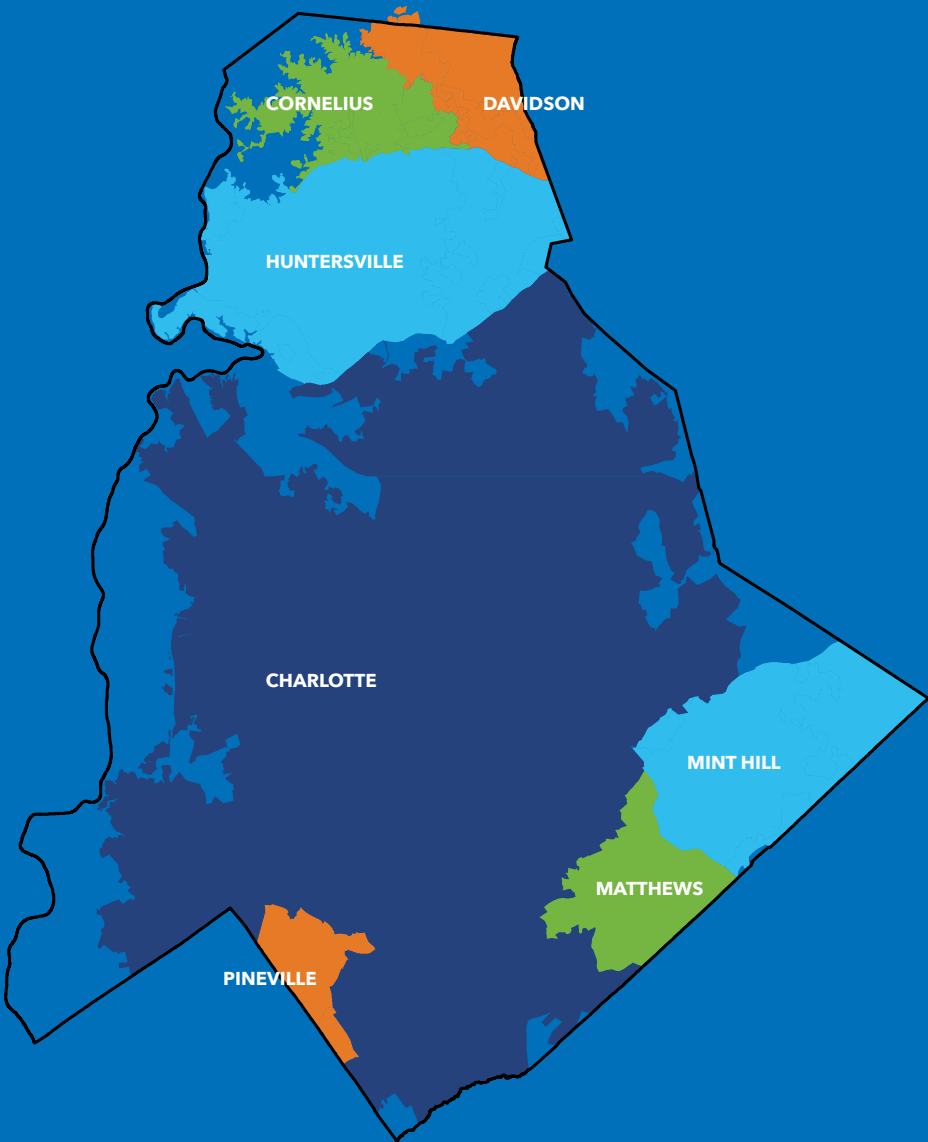
RESILIENT
We collaborate and innovate in the face of a changing environment, evolving economy, and diversifying culture.

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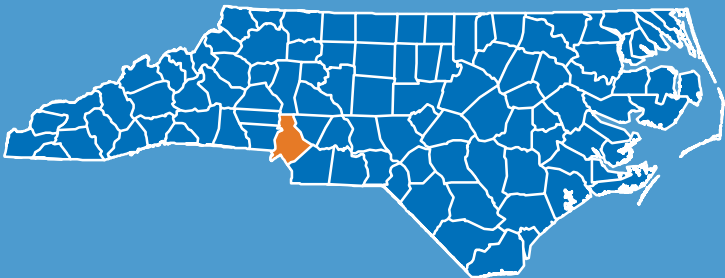
“Everyone – public, non-profit, private and philanthropic – has a role to play in making Mecklenburg County more livable. We all need to leverage our resources, connections and opportunities.”

*– Brian Collier, Executive Vice President
Foundation For The Carolinas*



We would like to acknowledge the more than 2,000 residents of Mecklenburg County who contributed to the development of this initial Mecklenburg Livable Communities Plan. We could not have done this without you, and are grateful for the time, energy, and ideas that you so graciously provided. Your collective Vision and Plan for the future will deliver a Greater Charlotte full of Big City Opportunities with Small Town Feel!

If you have questions about this effort, please contact the Mecklenburg County Manager’s Office at 704-336-7600 or by using the Contact Us feature on <http://livablemeck.com>. The online version of this plan available at <http://livablemeck.com> includes additional information not included in the paper copy, such as internet links to each Plan, Program, and Partner that is assisting us in reaching our Vision.



PROFILE	
Total population (2013 Census Estimate):	990,977
(Charlotte: 792,862; Cornelius: 26,898; Davidson: 11,750; Huntersville: 50,458; Matthews: 29,384; Mint Hill: 24,543;Pineville: 8,061)	
Total land area (in sq. mi.):	523.84

INTRODUCTION AND DEMOGRAPHICS

Mecklenburg County is a remarkable and unique place, poised on the threshold of transition as our community continues to grow. The Greater Charlotte area has moved from being a crossroads regional destination to a national economic center with increasing global ties. This is projected to be one of the fastest growing urban areas in the country between now and 2030. We want to preserve our character, embrace innovation, welcome new cultures, and move with vitality into the future.

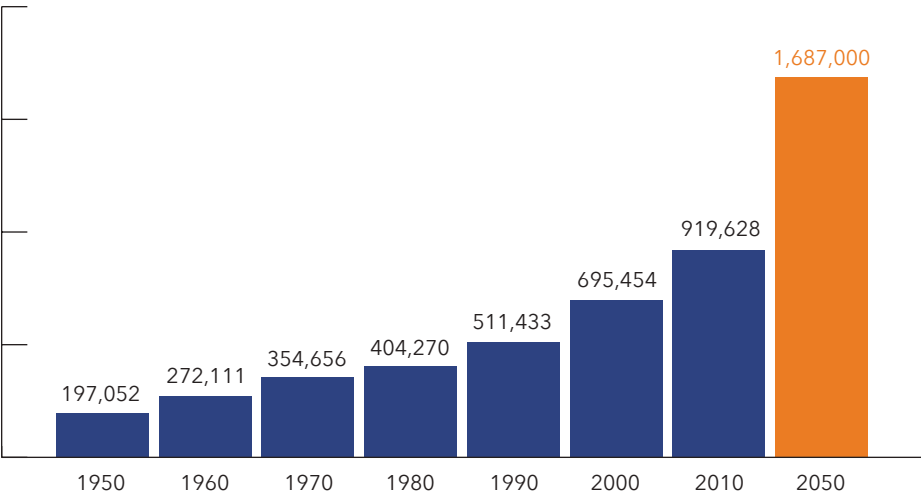
The purpose of this Mecklenburg Livable Communities Plan (Plan) is to construct a unified Vision that gives voice to our commonly-held aspirations. There are numerous communities in Mecklenburg County, organized around eight governmental jurisdictions: Mecklenburg County, the City of Charlotte, and the Towns of Cornelius, Davidson, Huntersville, Matthews, Mint Hill, and Pineville. There are also hundreds of non-profit organizations and businesses that provide essential services – all of whom are necessary to meet the needs of Mecklenburg County residents.

As of 2012, the local governments, non-profits, and businesses in Mecklenburg County had developed over 200 different plans focused on specific areas of community interest. These plans contain important information and strategies that can guide progress. And as the number of plans increases, there is opportunity for better collaboration, and greater understanding about issues not being addressed that are in need of attention.

In 2013, a feasibility study was prepared examining whether or not a community plan would help bring together interested parties and develop a unified vision to support livability. Through the interviewing of community stakeholders, that study found the following:

- Given the many plans and programs currently underway in Mecklenburg County, there would be considerable value in working to “knit together” existing activities and resources.
- Community engagement is critical and fundamental to any initiative in Mecklenburg County.
- Performance measurement matters. Identification of strategies and actions with specific performance measures and indicators of success will help encourage implementation of recommended actions.

HISTORICAL AND PROJECTED POPULATION DATA



Sources: 1950-2010 – US Census Bureau; 2050 – Connect Our Future Regional Scan Document, August 2013

Following the recommendations of the feasibility study, the eight local jurisdictions within the County and Foundation For The Carolinas agreed to partner and prepare this Mecklenburg Livable Communities Plan. This Plan builds on the recommendations of the feasibility study, and presents a community-driven, stakeholder-vetted, and local-government-endorsed plan to support the livability of Mecklenburg County now and into the future. This Plan is a living document that will be modified as actions are implemented (learn more on page 19).

We thank the community workgroups and more than 2,000 residents that provided input for this Plan. Mecklenburg County is changing – and we’re ready for it.

ENGAGEMENT

Community engagement is the foundation of the Mecklenburg Livable Communities Plan. Interviews with community stakeholders began in 2012 with the development of a feasibility study. This input continued with the involvement of residents, businesses, private and non-profit organizations, and government partners that have been fundamental to the development of the Plan. From the outset, the common theme has been informing, convening, collaborating, and empowering the community. With a focus on change and innovation, this approach of informed, collaborative empowerment is critical to the success of the Plan. The result - The Mecklenburg Livable Communities Plan has over 2,000 authors who have contributed time and ideas. It is a plan created by the community to achieve a common vision.

The approach to community engagement in the development process has been broad and multi-faceted, and was developed by the following groups:



- ★ **OVERSIGHT COMMITTEE** - Leadership from the eight local governments and Foundation For The Carolinas provided strategic direction at every step.
- ★ **WORKGROUPS** - Four topic-based workgroups developed the Vision and Guiding Principles, and provided key input into the Strategies, Actions, and Measures. A fifth group reviewed recommendations and provided overarching feedback.
- ★ **STAFF AND STAKEHOLDERS** - Calibrated ideas for implementation through participation in interviews, focus groups, and a series of reviews.
- ★ **COMMUNITY AT-LARGE** - Shared feedback with workgroup members, at an open house, and other community-organized meetings. Online participation via meckconnector.org, social media, and surveys.
- ★ **ELECTED OFFICIALS** - Eight governing bodies provided feedback on the initial Vision and Guiding Principles, and again during the development of the final plan.

DEFINITIONS AND PLAN ORGANIZATION

The Plan was developed with the input of residents and many community partners. An aspirational **Vision** lays the foundation, and highlights the characteristics of the place in which we want to live and work. The Plan is organized around a consensus set of **Guiding Principles**, and identifies recommended **Strategies** and **Actions** that build upon initiatives already underway or that present new opportunities. Finally, the Plan includes suggested **Success Measures** for each strategy, to help us monitor over time the implementation and effectiveness of these actions. This Plan is a living document, and the strategies, actions, and success measures will be modified over time.

Below are definitions for the main features of the plan:

VISION

A description highlighting the characteristics of the place in which we want to live and work.

GUIDING PRINCIPLES

Statements of what we value, for use in developing strategies and actions.

STRATEGIES

Pathways for making progress, and a framework for how we will achieve the vision. Tells how we will expand upon existing initiatives, add new initiatives, or leverage resources in a new way.

ACTIONS

Policies, programs, partnerships or other “interventions” that jurisdictions, community partners, and local stakeholders will undertake to implement a proposed strategy or strategies.

SUCCESS MEASURES

Specific data or quantitative information that can be used to track, report, and evaluate progress in pursuit of the strategies. Utilizes information that is easy to obtain, document, and update on a periodic basis.

On the next page is the Vision for the Mecklenburg Livable Communities Plan, along with the key Guiding Principles for moving into the future, and 21 Strategies (marked A through U for purposes of tracking and identification).

Beginning on page 8, listed under each Strategy are specific Actions designed to produce identifiable results. Actions that are best positioned for immediate implementation are flagged with a ★. At the conclusion of each of the 21 Strategy frameworks is a recommended Success Measure - a quantifiable metric to help determine, over time, if the Strategies and Actions are producing measurable gains in the livability of our communities.

There is additional background information included in the appendices. Appendix A lists the participants involved in constructing the plan. Appendix B identifies related plans and programs currently in place, to be referenced and drawn upon as implementation proceeds. Appendix C has information sources and citations for the success measures, and Appendix D lists potential partners to be involved with implementation of the recommended actions.

Greater Charlotte – Big city opportunities, small town feel

GREATER CHARLOTTE IS HOME.

Home to generations of families and cultures from all over the world.
Home to neighborhoods that blend thriving businesses with natural landscapes.
Home to endless opportunities for all, where good people make great things happen.

GUIDING PRINCIPLES:
We are...



WELCOMING



INNOVATIVE



CONNECTED



INCLUSIVE



PREPARED



HEALTHY



RESILIENT

DESCRIPTORS:
Our focus is on...

CHARACTER
ENTERTAINMENT
OPPORTUNITY
SAFE NEIGHBORHOODS

JOBS
ENTREPRENEURSHIP
COMMERCE

ENGAGED RESIDENTS
TRANSPORTATION CHOICES

COMMUNITY
PARTICIPATION

A SKILLED WORKFORCE
QUALITY EDUCATION

PHYSICAL ACTIVITY
HEALTHY FOODS
CLEAN ENVIRONMENT

FUTURE WELL-BEING
COLLABORATION

STRATEGIES:
We will...

Note: Each strategy addresses multiple Guiding Principles. Icons are shown under each strategy to indicate linkages.

Common Theme Associated with all Strategies: Engage the Community - Inform, Convene, Collaborate, and Empower

Build a safe community [A]



Increase access to community-based arts, science, and history education [B]



Continue to be an inviting destination for residents, visitors, and businesses [C]



Celebrate and integrate history, culture, and diversity [D]



Make it easier for new businesses to succeed and existing businesses to flourish [E]



Increase global economic competitiveness [F]



Promote the redevelopment, reuse, and rehabilitation of declining and vacant properties [G]



Leverage technology [H]



Expand capacity and increase use of sidewalks, bikeways, greenways/paved trails, bus routes, and rail [I]



Build stronger connections across diverse population groups [J]



Balance available housing options [K]



Coordinate the work of organizations addressing the needs of at-risk residents [L]



Expand the availability of affordable recreation and cultural services programs [M]



Expand and enhance learning across all age groups [N]



Enhance partnerships between workforce development initiatives and employers [O]



Create a culture of health and wellness [P]



Protect and restore the natural environment [Q]



Coordinate open space, greenways/paved trails, and parks planning with neighborhood accessibility [R]



Manage zoning and development to revitalize community character and the natural environment while allowing for growth and innovation [S]



Manage resources wisely [T]



Develop community and neighborhood leaders for the future [U]





WE ARE ... WELCOMING

Our focus is on: Character, Entertainment, Opportunity, Safe Neighborhoods

A Build a Safe Community

ACTIONS:

- i. Increase the participation and number of residents and business owners/occupants in neighborhood safety and emergency preparedness programs. ⭐
- ii. Increase collaboration and communication between law enforcement and neighborhood organizations to develop violence prevention plans, improve response times, and reduce justice involvement. ⭐
- iii. Support safe walking and biking by focusing on education, infrastructure improvements, and enforcement.

SUCCESS MEASURES:

- Resident perceptions of safety.¹
- Crime Index Rate by Neighborhood Area.²
- Police Department Proactive Community Service Hours.³

B Increase access to community-based arts, science, and history education

ACTIONS:

- i. Find additional opportunities to integrate art, STEM, and history in community programs and services. ⭐
- ii. Ensure stable resources supporting cultural trips for schoolchildren. ⭐
- iii. Provide information about the positive impacts of arts and culture on daily life.
- iv. Integrate art into public buildings and parks.

SUCCESS MEASURES:

- Arts/culture participation: Total number of participants/donations in cultural activities.⁴
- Contributions per Capita to Arts, Culture, and Humanities Public Charities.⁵
- Public art investment.⁶
- Creative Vitality Index.⁷



Continue to be an inviting destination for residents, visitors, and businesses

ACTIONS:

- i. Provide convenient and flexible public transportation options for the traveling public. ⭐
- ii. Create opportunities to learn and share information about immigrant cultures and unique areas throughout the County. ⭐
- iii. Build inviting gateways into communities and develop on-street visitor kiosks.
- iv. Expand safe and artistic bus shelters and bike racks in consultation with local historians and community members.

SUCCESS MEASURES:

- Resident "Welcoming" rating cross-tabulated with length of time in region.⁸
- Total Attendance to Arts and Culture Events.⁹



Celebrate and integrate history, culture, and diversity

ACTIONS:

- i. Increase the number of structures and areas of historical significance permanently preserved through public/private partnerships. ⭐
- ii. Incorporate local history in education (K-12) curriculum, teaching children about their neighborhoods and the community. ⭐
- iii. Educate people about local history, highlighting preservation opportunities and examples of older buildings that have been retrofitted for re-use.
- iv. Host community dialogue around history and cultural diversity in Mecklenburg County.
- v. Commission artists to tell community stories in a contemporary way that serves as a discussion point, both historically and surrounding our growing immigrant population.

SUCCESS MEASURES:

- Total area of national/state/local historic district coverage.¹⁰
- Awareness of and engagement with local history and culture.¹¹
- Number of local/national historic landmark designations.¹²

80% of residents believe Charlotte-Mecklenburg is a safe place to live

Source: North Carolina State Center for Health Statistics, Behavioral Risk Factor Surveillance System, 2012



WE ARE ... INNOVATIVE

Our focus is on: Jobs, Entrepreneurship, Commerce

E Make it easier for new businesses to succeed and existing businesses to flourish

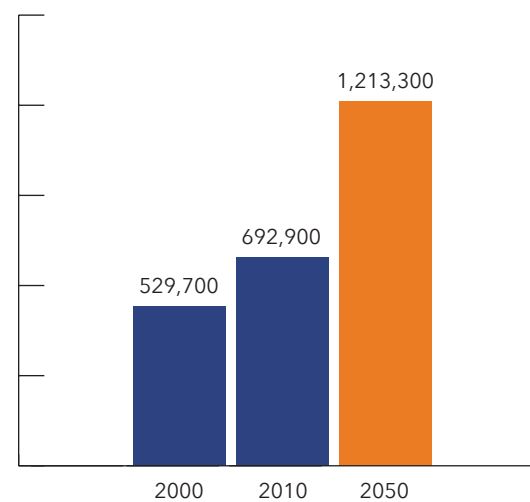
ACTIONS:

- Broaden economic development efforts to include supporting entrepreneurship and small businesses through coordinated educational institution, investor, and local government programs. ★
- Simplify existing development review and approval processes for developers. ★
- Help accredited investors to participate in early-stage investing.
- Expand recruitment of external and local high-growth entrepreneurial businesses that create jobs.

SUCCESS MEASURES:

- Total Private Industry Establishments.¹³
- Annual Job Creation.¹⁴
- Local Business Climate.¹⁵

HISTORICAL AND PROJECTED EMPLOYMENT DATA



Source: Connect Our Future Regional Scan Document, August 2013

SUCCESS MEASURE:

- Public awareness about local/global economic interconnections.¹⁶



G Promote the redevelopment, reuse, and rehabilitation of declining and vacant properties

ACTIONS:

- Adjust and adopt local government policies and zoning regulations to provide flexible redevelopment of declining and vacant properties. ★
- Develop a temporary infill strategy (including audit of locations and countywide map) to encourage infill and redevelopment. ★
- Preserve history through the repurposing of older structures and analyze architecture in communities to identify well-designed and culturally significant structures.
- Support developers' integration of local plans and use of other local government tools.
- Promote well-designed, artistic, and iconic structures in developed areas.

SUCCESS MEASURES:

- Infill/Redevelopment Activity: Number of residential and commercial building permits in targeted reinvestment areas in Mecklenburg County.¹⁷
- Number of landmark buildings and sites added.¹⁸



H Leverage technology

ACTIONS:

- Encourage private investment in fiber optic networks to promote and brand the community as an early adopter and supporter of innovative technologies. ★
- Expand student and staff access to, and use of, technology-based educational services for career development. ★
- Incorporate Smart City development across the government, private, and academic sectors in Mecklenburg County, embedding digital technology.¹⁹ ★
- Identify and reduce barriers to fiber optic and technology-related expansion.
- Secure broadband expansion and provide Internet access to all residents of Mecklenburg County, especially those living in under-served neighborhoods.
- Work collaboratively across public and private sectors to pursue technology solutions for health care, education, public safety, and energy efficiency.

SUCCESS MEASURES:

- High-speed broadband coverage: Percent of County covered (geographic area or households and businesses).²⁰
- Percentage of Charlotte Mecklenburg Schools (CMS) academic and business demands for service supported by technology infrastructure.²¹
- Median Broadband Speed by User Type (in megabits per second for homes, schools/libraries, small businesses, medium businesses).²²
- Digital and Media Literacy Index.²³



WE ARE ... CONNECTED

Our focus is on: Engaged Residents, Transportation Choices

I Expand capacity and increase use of sidewalks, bikeways, greenways/paved trails, bus routes, and rail

ACTIONS:

- Identify transportation and mobility connectivity gaps for the addition of more bus cross-connector routes. ★
- Develop a more integrated and active transportation system by increasing connectivity of streets, sidewalks, crosswalks, and greenways/paved trails. ★
- Increase bicycle friendliness through street and greenway/paved trail improvements.
- Connect lower-income and at-risk neighborhoods with infrastructure.
- Secure creative and innovative funding mechanisms for initiatives that reduce single occupancy vehicle trips.
- Expand availability of bicycle education services.

SUCCESS MEASURES:

- Transportation Mode by Type.²⁴
- Vehicle Miles per Capita.²⁵
- Streets with Sidewalks.²⁶
- Bicycle Friendliness Index.²⁷
- Air Quality Index: Number of days of unhealthy air quality for sensitive groups.²⁸

J Build stronger connections across diverse population groups

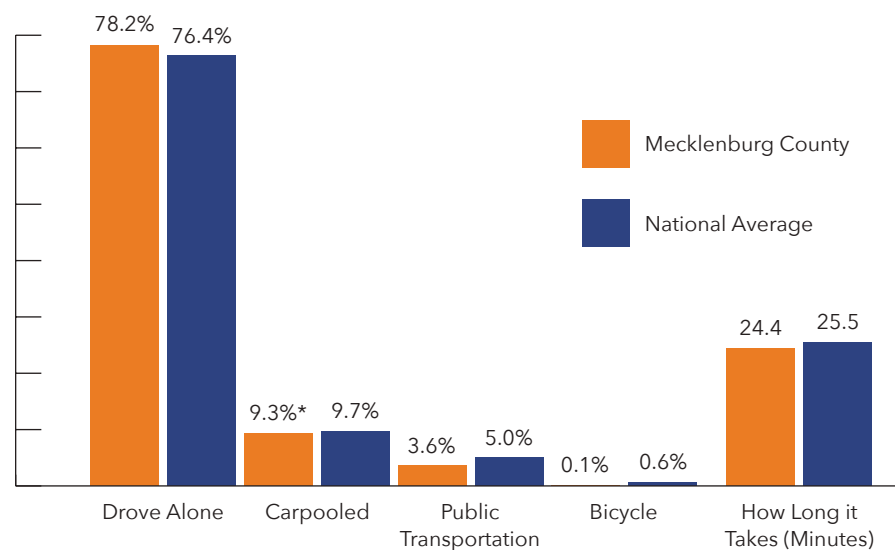
ACTIONS:

- Identify where the community has successfully brought diverse populations together and build on successes. ★
- Encourage entrepreneurial activities that support diverse, welcoming, and inclusive programming in public spaces. ★
- Expand programs addressing specific neighborhood issues that support neighborhood dialogue and develop neighborhood leaders. ★
- Incorporate social capital and equity in evaluation for funding projects.

SUCCESS MEASURES:

- Openness and Acceptance of the Community toward People of Diverse Backgrounds.²⁹
- Perception of a Sense of Community.³⁰

HOW WE GET TO WORK



* Not significantly different from national average.
Source: U.S. Census Bureau, 1-year American Community Survey, 2011.



WE ARE ... INCLUSIVE

Our focus is on: Community, Participation

K Balance available housing options

ACTIONS:

- Encourage developers to incorporate Universal Design features, walkability, and transportation options for older adults and persons with disabilities. ★
- Incorporate into zoning considerations a range of housing options such as accessory dwellings, small lots/homes, and live-work units. ★
- Engage the community in a dialogue about the importance of offering a mix of housing types and the economic benefits the options provide. ★
- Enhance mixed-income and mixed-use housing opportunities, including the identification of special housing districts to encourage live-work-shop-create environments.
- Develop anti-displacement strategies that encourage housing rehabilitation and enable residents to remain in neighborhoods.

L Coordinate the work of organizations addressing the needs of at-risk residents

ACTIONS:

- Expand the social safety net and continuum of services. ★
- Identify pathways out of poverty for low-income residents and create a database of assets and programs needed in neighborhoods to guide the support of the faith community, non-profits, and other organizations. ★
- Facilitate the development of Memoranda of Understanding between organizations providing similar services to connect missions and encourage efficiencies. ★
- Enhance coordination of social services between Mecklenburg County, non-profits, and schools.
- Promote volunteer opportunities to serve at-risk residents.

M Expand the availability of affordable recreation and cultural services programs

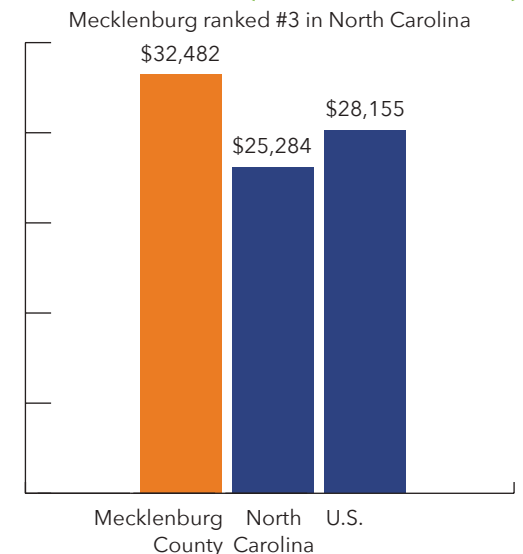
ACTIONS:

- Expand scholarships/reduced fees for residents' participation in recreation programs, and provide free access to all outdoor arts and park facilities. ★
- Identify opportunities for public facilities serving as joint-use neighborhood centers. ★
- Explore opportunities for use of public facilities during non-standard times for community gatherings.
- Increase access to and availability of swim facilities and lessons.

SUCCESS MEASURES:

- Housing diversity by neighborhood area map.³¹
- Percent of families spending 30% of household income or more on housing costs.³²

PER CAPITA INCOME IN PAST 12 MONTHS (2013 DOLLARS)



Source: American Community Survey, 2009-2013

SUCCESS MEASURES:

- Opportunity for Upward Social Mobility: difference in expected economic outcomes between children from high and low-income families.³³
- Percent of Individuals in Poverty.³⁴

SUCCESS MEASURES:

- Recreation Program Participation.³⁵
- Resident rating of the availability and affordability of public recreation and cultural programs.³⁶



WE ARE ... PREPARED

Our focus is on: A Skilled Workforce, Quality Education

N

Expand and enhance learning across all age groups

ACTIONS:

- Develop a common definition of career readiness, and coordinate the roles of various organizations working on career-readiness to develop common goals. ★
- List relevant education and training opportunities categorized by different demographics (i.e. youth; adult) and local as well as global work opportunities. ★
- Expand lifelong learning opportunities to professionals and aging populations. ★
- Evaluate curricula, and encourage businesses to help mold the educational system to better prepare students for the workforce.
- Support Pre-K and K-12 out-of-school care and education curricula to expand capacity for schools to partner with families.
- Integrate soft skills training into public school curriculum.
- Raise the profile and use of career readiness certificates with employers and residents.
- Expose parents to different types of careers possible for their children.

SUCCESS MEASURES:

- Students Proficient in End of Course Tests.³⁷
- Percent of Adults with High School Diploma.³⁸
- Post-secondary attainment.³⁹
- Career readiness certificates.⁴⁰

72% of Charlotte Mecklenburg Schools 9-12 Graders are proficient in End of Course tests

Source: Mecklenburg Quality of Life Dashboard

O

Enhance partnerships between workforce development initiatives and employers

ACTIONS:

- Establish a career pathways roundtable to continually adjust school curricula to meet employers' current and future needs. ★
- Focus attention on high school preparedness and the students' transition to ninth-grade. ★
- Provide students with additional internship, apprenticeship, and mentoring work-based learning opportunities.
- Provide specific and coordinated job-training to residents in their 20s.
- Strengthen programming and support employers hiring at-risk residents for a more inclusive workforce.
- Raise the status of post-secondary training with parents by communicating the importance and different types of post-secondary education.

SUCCESS MEASURES:

- Number of Businesses Receiving Workforce Development Services.⁴¹
- Percentages of Job-Seekers Trained/Employed.⁴²
- Percent of High School Graduates Pursuing Higher Education.⁴³



WE ARE ... HEALTHY

Our focus is on: Physical Activity, Healthy Foods, Clean Environment

P

Create a culture of health and wellness

ACTIONS:

- Establish a resident toolkit for easy navigation of preventative physical health services and behavioral/mental health services, and create community ambassadors for the toolkit. ★
- Address language barriers in the provision of health services. ★
- Reevaluate residents' access to healthy food through an updated community food assessment. ★
- Increase businesses providing wellness programs for their employees.
- Develop preventative programs and community events designed to promote improved health and wellness decision-making.
- Assure free and low-cost health clinics are open and accessible throughout the community.
- Review local government regulations to mitigate barriers to healthy food initiatives and establish policies and programs in support of the local food system, including farmers markets and entrepreneurial small grocers.
- Facilitate the expansion of mobile farmers markets with healthy food products in low food-access areas and on under-utilized land.
- Support a K-12 healthy choices campaign.

SUCCESS MEASURES:

- Clinic/Medicaid Access.⁴⁴
- American Fitness Index Ranking.⁴⁵
- USDA Food Access Research Atlas (Food Desert Map).⁴⁶
- Language Service Performance Measures.⁴⁷
- Access to Routine Mental Healthcare.⁴⁸
- Behavioral Health Integration Checklist.⁴⁹

Q Protect and restore the natural environment

ACTIONS:

- Conduct a comprehensive review of local government environmental protection regulations and identify opportunities to improve navigation for the development community. ★
- Establish a public-private environmental education and coordination roundtable to enhance collaboration across entities. ★
- Encourage local governments to become Certified Community Wildlife Habitats and continue certifying Master Naturalists. ★
- Implement the Catawba Basin Water Supply Master Plan recommendations.
- Preserve and expand the tree canopy through street programs, ordinances, and community engagement.
- Partner to integrate environmental considerations into the 2045 Metropolitan Transportation Plan.
- Monitor the health of nature preserves and heritage sites.

SUCCESS MEASURES:

- Percent of Land Area Treating Stormwater Runoff.⁵⁰
- Certified Community Wildlife Habitats.⁵¹
- Master Naturalists.⁵²
- Number of Trees Planted.⁵³

R Coordinate open space, greenways/paved trails, and parks planning with neighborhood accessibility

ACTIONS:

- Create a mechanism for distribution and exchange of information across jurisdictions regarding location of parks and greenway/paved trails proximate to neighborhoods. ★
- Purchase additional land for open space, greenway/paved trails, and parks purposes.
- Promote stream corridors in communities as greenways/paved trails that connect residents with the natural environment and opportunities for recreation and active transportation.

SUCCESS MEASURES:

- Public Outdoor Recreation Area Access.⁵⁴
- Miles of Greenway.⁵⁵

81% of Mecklenburg County watersheds contain streams considered impaired for their intended use

Source: 2014 Mecklenburg County State of the Environment Report, Charlotte Mecklenburg Stormwater Services



WE ARE ... RESILIENT

Our focus is on: Future Well-being, Collaboration

S Manage zoning and development to revitalize community character and the natural environment while allowing for growth and innovation

ACTIONS:

- Improve street networks by investing in road improvements and connecting transportation modes. ★
- Develop and adopt sustainable infrastructure goals and/or guidelines for public capital projects that respond to population growth as well as natural and man-made events. ★
- Establish mechanisms to provide residents and developers with information on sustainable building as new development and redevelopment occurs, and during the plan review/permitting process. ★
- Incorporate into zoning considerations: infrastructure availability, density, and timing to best align land use planning with essential services to create vibrant, walkable, mixed-use neighborhoods.
- Enhance the tree canopy through innovative development processes and collaboration.
- Launch building retrofit incentive programs in all jurisdictions.

SUCCESS MEASURES:

- Street Connectivity Index.⁵⁶
- Green Built North Carolina, LEED Certified, and/or Energy Star® Certified buildings.⁵⁷
- Percent of Land Area Covered by Tree Canopy.⁵⁸

T Manage resources wisely

ACTIONS:

- Implement a community engagement/education campaign on energy use and avoided costs, promoting the benefits of cost savings and environmental improvements, with emphasis on tenants and landlords. ★
- Expand recycling participation. ★
- Encourage the installation of water re-use systems for residential, business, and industrial purposes. ★
- Explore innovative solutions for addressing biodegradable, and construction and demolition waste.
- Increase the use of clean and reliable energy solutions.
- Partner with local governments to develop a Mecklenburg County Energy Management Plan for public infrastructure.
- Reduce sources of light pollution.
- Conduct water audits and other analyses to prevent water leaks in commercial, public, and residential structures.
- Facilitate community-wide conversion of turf to surfaces that use less water, i.e. xeriscaping, low-turf, etc.

SUCCESS MEASURES:

- Single-Family Water Consumption.⁵⁹
- Non-residential (commercial/industrial) water consumption.⁶⁰
- Average monthly residential/business electricity consumption.⁶¹
- Average monthly residential/business natural gas consumption.⁶²
- Solid waste per capita.⁶³

U Develop community and neighborhood leaders for the future

ACTIONS:

- i. Expand training programs for residents who want to serve on non-profit or local government advisory boards. ★
- ii. Develop a leadership self-discovery program aimed at grassroots volunteers and neighborhood leaders. ★
- iii. Create a crowd-sourced asset map of current and potential neighborhood leaders, reaching out to traditional and non-traditional sources (e.g. meet-up groups, leadership program alumni, schools, etc.) to enhance public and private outreach.
- iv. Create intentional interactions between established and emerging leaders to encourage participation in civic activities and in other leadership roles.
- v. Develop better messaging about what it means to be a leader to create/foster a more diverse pool of future changemakers.
- vi. Establish a culture of businesses allowing employees to have and use a community engagement allowance.
- vii. Coordinate with neighborhood leaders in communicating information and gathering input.
- viii. Develop a program explaining the purpose of community involvement and fostering engagement.

SUCCESS MEASURES:

- Total Leadership Charlotte and ENCOUNTER Charlotte Participation.⁶⁴
- Total volunteer hours.⁶⁵

8.3% of Mecklenburg County residents speak English less than "very well"

Sources: NC SCHS BRFSS 2012; Charlotte Regional Visitors Authority Behavioral Risk Factor Surveillance System, 2012

GOING FORWARD

Successful implementation of actions requires: 1) community and leadership support; 2) a well-defined governance structure; 3) regular, relevant, and meaningful measures of success; and 4) a system for updating the Plan. To keep the Plan off the shelf and in the community, the following structure will be used going forward:

Overall Management

Two-hundred potential community partners, including local governments, non-profits, and private sector entities, have been identified. The initial implementation year (2015-2016) will establish a Livability Network of partner and resident working groups. Working groups will focus on Strategies within the Plan that they can influence. An alignment group will exchange ideas and information among working groups to emphasize the inter-relatedness of issues and focus on Plan linkages. The charge of these working groups will be:

- Evaluate actions for each Strategy and determine those actions to be addressed;
- Validate success measures used, establish baselines, and document progress; and
- Determine collaborative opportunities to work across Partner programs.

The first annual reporting cycle will begin in 2016. Reporting will be scheduled so as to allow local government partners adequate time to adjust their strategic planning initiatives to align with plan initiatives.

Mecklenburg County will facilitate the overall management of the plan. Chief responsibilities of overall management will include:

- Fostering collaboration between implementing partners using a series of working groups;
- Communicating work in progress, ongoing implementation efforts, and progress being made;
- Monitoring implementation of actions by partners; and (for consistency with above listing)
- Reporting plan strategy and action progress.

Plan Amendments and Updates

Because the plan will be a living document as actions are undertaken and our community continues to grow, it is anticipated that it will be updated or amended periodically. Working groups will make recommendations regarding Actions that should continue into the proceeding year's plan. Amendments to Strategies will be considered on a three to five year cycle as recommended by working groups and endorsed by elected bodies.

Defining Success

How will we know if we have been successful? Improved livability is perceived in many ways. In some cases, success will be synonymous with the implementation of Actions. In other cases, we will want to know whether the accomplishment of Actions has changed the perception of our community or taken us closer to the Vision. And lastly, many will look to the measures, determining if, through our efforts, there was measureable improvement toward our Strategies.

The flexibility afforded to us by using the Plan as a living document carries through to our implementation. Just as Strategies, Actions, and Measures will be reevaluated and modified as needed going forward, how we define success will also evolve. Our changes will be purposeful, and will benefit from collaborative community engagement.

We will support that active and collaborative dialogue during the first year of implementation with the intent of establishing the immediate actions and collaboratively agreeing on the methods for measuring progress on the Plan. Our objective will be to identify specific targets for all goal areas as the implementation workgroups develop agreed upon measurements of our success.

Summary

This Mecklenburg Livable Communities Plan has been prepared with extensive participation and input from residents, public and private organizations, community leaders, and local governments in the County. It expresses a collective vision for our future. It ties together the multiple existing plans and programs that are currently in place, and highlights issues needing attention. It will be implemented through collaborative action to enhance the livability of Mecklenburg County. It puts in place a network of public and private community partners that commit to work together. And working together, we will achieve our Vision.

For current information related to Plan implementation, including partners and other updates, please see <http://livablemeck.com>.

APPENDIX A – PARTICIPANTS

MLCP Participants,

We are thankful for the active participation of our community in helping us develop the Mecklenburg Livable Communities Plan. In addition to those listed below, local government staff from Mecklenburg County, the City of Charlotte, and the Towns contributed to the development of the Plan. Hundreds of residents also participated via meckconnector.org and community surveys.

Your Voices Were Heard!

Resident Workgroup Participants (October 2013 – October 2014)

ECONOMY & JOBS		COMMUNITY LIFE		HEALTHY LIVING		BUILT ENVIRONMENT		LIVABILITY FORUM	
Diane Jay	Burnham (Co-Chair)	Todd Ira	Lanham (Co-Chair)	Renee Donna	Reese (Co-Chair)	Nina Jay	Lipton (Co-Chair)	Brenda Adams	
Jordan	Abshire	Anthony	Abbinante	Kimberly	Caldwell	Mary	Barker	Jennifer	Brown
Tom	Arrigo	Anthony	Bucci	Tina	Carper	Ed	Barnhart	Amanda	Brown
Tracie	Barnes	Joy Ellen	Bunch	Gerri	Cummings	Allison	Billings	Nicole	Brown
Michael	Blair	Vicki	Derderian	Paula	Goolkasian Martin	Shannon	Binns	Lera	Covington
Cathy	Bradley	Karen	Gledhill	Fred	Gore	Steve	Bock	Joshua	Dickerson
Scott	Campagna	Kim	Graham	Benjamin	Green	Dan	Boone	D Franklin	Freeman PhD
Manuel	Campbell	Mike	Grant	Kerry	McClennen	Rob	Buckanavage	Aileen	Harris
Marshall	Costner	Kavita	Gupta	Ernie	McLaney	Monica	Carney Holmes	Carrie	Hatfield
William	Farley	Bruce	Hammermann	Nikki	Pierce	Carolyn	Cook	Brian	Kasher
Gwendolyn	Forney	Rob	Hsin	Jon	Player	Hamilton	Cort	John	Luebke
Terence	Hunter	Jennifer	Jabon	Elaine	Powell	Angie	Forde	Basil	Lyberg
Carrie	Kester	Sonja	Johnson	Sheila	Robinson	Valerie C.P.	Johnson	Tom	Martin
Bob	Kitchen	Dave	Lathrop	Emily	Scofield	TL	Lansdell	Julianne	McCollum
Michael	Koss	Sasha	Levons	Rose Mary	Seymour	David	Levin	David	Mitchell
Yvonne	Levine	Don	Loper	Douglas	Shoemaker	Craig	Lewis	Dave	Molinaro
Daniel	MacRae	JoAnne	Miller	Gary	Silverman	David	Little	Tenessa	Moore
Katherine	Metzo	Summer	Minchew	Brian	Stanley	Alyson	Metcalfe	Allen	Nelson
William	Mitchell	Leonard	Norman	Kristopher	Steele	Eric	Orozco	Michael	Owens
Aaron	Pomis	Mike	Olender	Robert	Stein	Terrie	Orsi	Mark	Peres
Matt	Potere	Amy	Peacock	Eugene	Stouse	Matt	Ryan	Nancy	Pierce
Bob	Robinson	Janice	Quintana	Pat	SwabyDavis	Cindy	Schimmel	Kara	Rawlings
Judith	Strause	Billy	Roosenberg	Charles	Topp	Donal	Simpson	Toussaint	Romain
Owen	Sutkowski	Earl	Runcan	Glenn	Ware	Cathy	Smedelay-Martin	Stanlehy	Rostas
Lindsay	Talbot	Joyce	Saint-Cyr			Louis	Smith	Heather	Seagle
Trina	Young	Chandler	Sanders			Rob	Swaringen	Terri	Thomas
		Chris	Turner			Jill	Walker	Heath	Wickline
		Nancy	Wiggins			Sherry	Williams		
		Eleanor	Woodling			Karen	Willis		
						Eric	Zaverl		

COMMUNITY ORGANIZATIONS PROVIDING FEEDBACK (2014)

Ada Jenkins Center	Charlotte Regional Transportation Planning Organization	Greater Charlotte Apartment Association	Northeastern University Charlotte Campus
Aerotek	Charlotte Works	Habitat for Humanity	Novant Health Care
Arts and Science Council	Charlotte-Mecklenburg Coalition for Housing	Historic Landmarks Commission	Olympic Community of Schools
Bowman Development Group	Charlotte-Mecklenburg Historic District Commission	Knight Foundation	Queen City Forward
Cardinal Innovations	Charlotte-Mecklenburg Housing Partnership	Lake Norman Regional Economic Development Corporation	REBIC
Care Ring	Clean Air Carolina	Lake Norman Transportation Commission (LNTC)	Sustain Charlotte
Carolinas Healthcare System	CLT Joules	Latin American Coalition	Trees Charlotte
Catawba Lands Conservancy	Crescent Resources	Lee Institute	UNCC Urban Institute
Center City Partners	Crisis Assistance Ministry	Levine Museum	University City Partners
Central Piedmont Community College	Duke Energy	Little	University of North Carolina Charlotte (UNCC)
Centralina Council of Governments	Electric Power Research Institute (EPRI)	Matthews Habitat	Urban Ministries Center
Charlotte Chamber of Commerce	For Charlotte	McColl Center	USGBC Charlotte Region Chapter
Charlotte Housing Authority	Goodwill	MeckEd	Ventureprise, Inc.
Charlotte Mecklenburg Schools		National Gypsum	Wake Forest Business School
Charlotte Regional Partnership			
Charlotte Regional Realtor Association			

APPENDIX B – RELATED PLANS AND PROGRAMS

2030 Transit Corridor System Plan	Charlotte Community Investment Plan	Charlotte-Mecklenburg Library Carolina Room Historic Information	Community Building Initiative Leadership Programs
American Leadership Forum-Charlotte Fellows Program	Charlotte Comprehensive Neighborhood Improvement Program	Charlotte-Mecklenburg Library Computer Access in Neighborhoods	CONNECT Our Future - Action Plan for Food Systems Improvement
Arts and Science Council: Cultural Vision Plan	Charlotte Crime Stoppers Program	Charlotte-Mecklenburg Library Conexienes que Cuentan	CONNECT Our Future - Catawba Region Comprehensive Economic Development Strategy
Blue Line Extension/University City Area Plan	Charlotte Engineering and Property Management Development Services	Charlotte-Mecklenburg Library Get Set 4 K	CONNECT Our Future - Climate Change Planning Assessment
C.W. Williams Community Health Center Health Education Programs	Charlotte General Development Policies	Charlotte-Mecklenburg Library Internet Services	CONNECT Our Future - Diesel/Black Carbon Technical Assessment and Feasibility Study
CATS Art-in-Transit Program	Charlotte Housing Trust Fund	Charlotte-Mecklenburg Library Job Help Center	CONNECT Our Future - Food Systems Assessment
CATS Clean the Air Campaign	Charlotte Neighborhood Energy Challenge	Charlotte-Mecklenburg Library Senior and Hispanic Outreach Services	CONNECT Our Future - Prosperity for Greater Charlotte: Comprehensive Economic Development Strategy NC
CATS Countywide Services Plan	Charlotte Neighborhood Matching Grants	Charlotte-Mecklenburg Library Strategic Plan 2014-2017	CONNECT Our Future - Prosperity for Greater Charlotte: Jobs, Workforce, and Education Alignment Strategy
CATS Seniors in Motion	Charlotte Neighborhood Watch Program	Charlotte-Mecklenburg Neighborhood Organization List	CONNECT Our Future - Public Sites Renewable Energy Blue Print
CATS Service Route Map	Charlotte Pedestrian Safety Action Plan	Charlotte-Mecklenburg Neighborhood Watch	CONNECT Our Future - Reality Check Final Report (ULI)
CATS Wheels for Learning	Charlotte Security Grants	Charlotte-Mecklenburg Planning - Historic District Policy & Design Guidelines	CONNECT Our Future - Regional Housing Needs Assessment
Center City 2020 Vision Plan	Charlotte Stormwater Pilot: Best Management Practices Program	Charlotte-Mecklenburg Ride Along Program	CONNECT Our Future - Smart Growth and Economic Success (EPA)
Central Piedmont Community College Small Business Center	Charlotte Stormwater Regulations and Ordinances	Charlotte-Mecklenburg Schools Strategic Plan 2018	Coordinated Human Services Transportation Plan For Charlotte-Mecklenburg
Central Piedmont Community College Strategic Plan	Charlotte Strategic Plan Overview	Charlotte-Mecklenburg Schools Student Assignment Boundary Maps	Cornelius Comprehensive Pedestrian Plan
Centralina Council of Governments Core Values	Charlotte Transportation Action Plan	Charlotte-Mecklenburg Schools Ten-Year Plan to End and Prevent Homelessness	Cornelius Land Use Plan
Charlotte - Hands-On Charlotte Volunteer Training Programs	Charlotte Tree Ordinance and Guidelines	Charlotte-Mecklenburg Utilities Department Strategic Plan	Cornelius Master Plan (2012 “Navigate Cornelius”)
Charlotte Apartment Façade Grant Program	Charlotte University City-Blue Line Extension Plan	Charlotte-Mecklenburg Utility Department Industrial Pretreatment Policy	Cornelius Parks and Recreation Master Plan
Charlotte Applied Innovation Corridor	Charlotte Urban Street Design Guidelines	Charlotte-Mecklenburg Youth Business Connector	Council for Children’s Rights, The State of Mecklenburg’s Children, 2012
Charlotte Area Plans	Charlotte Voluntary Mixed Income Housing Development Program	CLT Joules Business Development Program	CPCC Quality Enhancement Plan
Charlotte Bicycle Plan	Charlotte Water Smart Program	CMS Community Partnerships and Family Engagement Programs	CPCC Strategic Plan
Charlotte Business Corridor Grant Program	Charlotte Zoning Ordinance	CMS Facilities	Crisis Assistance Ministry Partner Agreements
Charlotte Business Investment Program	Charlotte: Trees Charlotte Fund	Code for America - Charlotte Programs	Crisis Assistance Ministry Programs
Charlotte Centers, Corridors, and Wedges Growth Framework	Charlotte-Mecklenburg 2015 Plan		CRTPO Long Range Transportation Plan
Charlotte Chamber of Commerce 2014 Program of Work	Charlotte-Mecklenburg Business Investment Program		
Charlotte Chamber of Commerce International Initiatives	Charlotte-Mecklenburg Continuum of Care Program		
Charlotte City Council Focus Area Plans	Charlotte-Mecklenburg General Development Policies		
Charlotte Clean Streets Program	Charlotte-Mecklenburg Historic Landmarks Commission		

CRVA Charlotte’s Got a Lot Transportation Information	Huntersville Parks and Recreation Master Plan	Mecklenburg County Code Enforcement Consistency Policy	Mecklenburg County Vision 2015
Davidson - Civics 101	Huntersville Rape Agrression Defense	Mecklenburg County Community Health Assessment - 2013	Mecklenburg County Watershed Protection Plan
Davidson - Read Davidson	Huntersville Strategic Economic Development Plan	Mecklenburg County Community Health Resources	Mecklenburg County Women’s Commission: Domestic Violence Program
Davidson Bicycle Transportation Plan	Junior Achievement Carolinas Programs	Mecklenburg County Department of Social Services Comprehensive Community Program	Mecklenburg County Women’s Infants and Children’s Program
Davidson Circulation Plan	Lake Norman Economic Development Corporation Investment Studies	Mecklenburg County Energy Management Plan	Mecklenburg County Work First Family Assistance
Davidson Comprehensive Plan	Latin American Chamber of Commerce Networking and Mentoring Programs	Mecklenburg County Family and Children Medicaid Programs	Mecklenburg Historical Association Inventory of Local Historic Sites
Davidson MI-Connection	Leadership Charlotte Training Program	Mecklenburg County Flood Information and Notification System	Mecklenburg Ministries Community Programs
Davidson Mission Statement	Leadership Charlotte, ENCOUNTER Charlotte Program	Mecklenburg County Food and Nutrition Services	Mint Hill 2000 Land Use Plan
Davidson Open Space Plan	Matthews - Planning, Aging, and Matthews	Mecklenburg County Food Assessment 2010	Mint Hill Downtown Master Plan
Davidson Parks and Recreation Master Plan	Matthews - Stallings Comprehensive Transportation Plan	Mecklenburg County Grants to Replace Aging Diesel Engines	Mint Hill Pedestrian Master Plan
Davidson Plan for Public Art	Matthews Assessment of the Land Review Process	Mecklenburg County Hazard Plans	MUMPO Long Range Transportation Plan
Davidson Transit Station Small Area Plan	Matthews Comprehensive Bicycle Plan	Mecklenburg County Health Report (State of the County Health)	NC Air Awareness Program
Davidson Walks and Rolls Active Transportation Master Plan	Matthews Cultural Arts Plan	Mecklenburg County Homeless Support Services	NC BE Smart Health Planning Program
Duke Energy Efficiency Programs	Matthews Downtown Façade Enhancement Program	Mecklenburg County Job Link Career Program	NC Low Income Energy Assistance Program
E2D	Matthews Downtown Master Plan	Mecklenburg County Land Use and Environmental Services Programs	Pineville Overlay District Plans
E4 Carolinas Programs	Matthews Economic Development Advisory Committee	Mecklenburg County Park and Recreation Master Plan	Project for Innovation, Energy & Sustainability Support Programs
For Charlotte - Fostering Unity Program	Matthews Historic Properties Inventory	Mecklenburg County Park and Recreation Programs	Project L.I.F.T Programs
Four Town Economic Development Alliance Grant	Matthews Land Use Plan	Mecklenburg County Sheriff’s Office	The Learning Collaborative - Pre-School and Parent Programs
GenerationNation - Charlotte Learning Center	Matthews Parks and Recreation Strategic Plan	Mecklenburg County Solid Waste - Plus Care Services	United Way Children and Youth Impact Study
Hands On Charlotte Volunteer Training Programs	Matthews Strategic Economic Development Grants	Mecklenburg County Smart Start	Universal Design in Single-Family Housing: A Health Impact Assessment (HIA) in Davidson, NC
HeartBright Foundation Health Initiatives	Matthews Strategic Economic Development Plan	Mecklenburg County Solid Waste Management Plan	Urban Poverty Data Update for Durham and Mecklenburg Counties
High Growth Entreprenurship Strategy	Matthews Unified Development Ordinance	Mecklenburg County State of the Environment Report - 2014	Water Management Group - Water Supply Master Plans
Huntersville - Safety Town	Matthews Vision Statement - Our Town Our Vision	Mecklenburg County Veterans’ Services	Wipe Out Waste Guide, 2014-15
Huntersville 101	Mecklenburg County - Project Safe Neighborhoods		Charlotte-Mecklenburg Utilities Commission
Huntersville 2030 Community plan	Mecklenburg County Build an Ark Flood Program		
Huntersville Citizens Police Academy			
Huntersville Downtown Master Plan			
Huntersville Downtown Transportation System Plan			
Huntersville Growers Market			
Huntersville National Night Out			

APPENDIX C – SUCCESS MEASURES CITATIONS

- 1

Source: CMPD citizen survey. <http://charmreck.org/city/charlotte/citymanager/CommunicationstoCouncil/Memo%20attachments/2013%20CMPD%20Citizen%20Survey%20Report.pdf>
- 2

Source: Police Department Crime Index Reports. Percent increase or reduction in total crime rate.
- 3

Source: Police Department. Annual total hours spent by the Police Department on proactive community programs and coordination with neighborhoods, businesses, and homeowners associations.
- 4

Source: To be developed by UNCC. Annual total number of households donating/participating in art/culture activities. Quality of Life Dashboard (in development in coordination with the Arts & Science Council). This success measure will help gauge overall participation and interest in arts and cultural activities.
- 5

Source: UNCC Urban Institute <http://ui.uncc.edu/data/topic/arts-recreation-culture>
- 6

Source: Arts and Science Council Public Art Program. Dollars spent on public infrastructure on eligible capital improvement projects. <http://www.artsandscience.org/public-art-program>
- 7

Source: Arts and Science Council. Creative Vitality Index (CVI) value. <http://www.artsandscience.org/cultural-data-a-publications>
- 8

Source: New question on Charlotte-Mecklenburg Annual Survey (conducted by UNCC) or use of questions on Charlotte Citizen Survey (Question 6: Please rate the following as they relate to Charlotte... Openness and acceptance of the community toward people of diverse backgrounds, and neighborliness of residents).
- 9

Source: Strategic objective and measure stated in Arts & Science Council 2008-2013 strategic plan and 2012 Arts & Economic Prosperity IV <http://www.artsandscience.org/cultural-data-a-publications>
- 10

Source: To be developed based on GIS analysis. Total acreage of neighborhoods or area designated as local, state or national historic districts National Register of Historic Places, NC State Historic Preservation Office, Historic District Commission. This success measure helps indicate the breadth of historic district designation and the total size of areas that are contributing to the region’s historic and cultural character.
- 11

Source: New question on Charlotte-Mecklenburg Annual Survey (conducted by UNCC) or use of questions on Charlotte Citizen Survey (Question 8: In the last 12 months, how often has your household.... participated in religious or spiritual activities, volunteered your time, and/or visited a cultural facility) or Mecklenburg County Community Survey (Question 23: Agree/Disagree that there is an array of diverse cultural activities in Mecklenburg County). Follow-up to survey that was conducted. Many residents main cultural interaction is through faith-based organizations.
- 12

Source: Charlotte-Mecklenburg Historic Landmarks Commission. <http://www.cmhpf.org/>.
- 13

Source: (#) NC Department of Commerce/Access NC County Reports <http://accessnc.commerce.state.nc.us/EDIS/demographics.html>
- 14

Source: Access NC – North Carolina Economic Data and Site Information, County Profile. <http://accessnc.commerce.state.nc.us/EDIS/page1.html> Annual announced Job Creation (in number of jobs).
- 15

Source: Business First Charlotte Annual Report. Percent of Respondents indicating they believe Charlotte has a positive business climate (satisfied or very satisfied). <http://charlottechamber.com/businessfirst/businessfirst-charlotte/>
- 16

Source: New question on Charlotte-Mecklenburg Annual Survey (conducted by UNCC).
- 17

Source: Local governments to be asked on a periodic basis for information about permit activity in designated redevelopment areas.
- 18

Source: Charlotte-Mecklenburg Historic Landmarks Commission. <http://www.cmhpf.org/>.
- 19

Source: <http://smartcitiescouncil.com/smart-cities-information-center/definitions-and-overviews>.
- 20

Source: New metric.
- 21

Source: CMS Strategic Plan 2014 <http://www.cms.k12.nc.us/mediaroom/aboutus/Documents/Strategic%20Plan%202014.pdf>
- 22

Source: broadbandmap.gov analysis on a countywide basis.
- 23

Source: Digital Media Literacy Index. <http://digitalcharlotte.org/the-digital-media-literacy-index/>. County Index Score (%) where 100% equals the highest level of universally demonstrated proficiency in digital and media literacy.
- 24

Source: American Community Survey or regional transportation model data.
- 25

Source: Regional transportation data.
- 26

Source: QOL Dashboard. Total percentage of paved streets that have sidewalks on at least one side. Quality of Life Dashboard. This success measure helps assess the degree to which the street system addresses mobility for pedestrians.
- 27

Source: QOL Dashboard. Aggregated indicator of ability to comfortably support cycling activities as determined by existing low speed local streets, availability of bicycle specific facilities, designate greenways/ multi-use paths, and street connectivity. Quality of Life Dashboard. This success measure will help assess the degree to which the transportation system incorporates and addresses the needs of cyclists.
- 28

Source: US EPA Air Quality System. Number of days of unhealthy air quality for sensitive groups. Data Mart <http://www.epa.gov/airdata/>. This success measure tracks the amount of days of unhealthy air quality in order to illustrate need for or effectiveness in air quality protection strategies.
- 29

Source: National Citizens Survey. <http://charmreck.org/city/charlotte/citymanager/Documents/Citizen%20Survey%20-%20Technical%20Appendices-Final.pdf>
- 30

Source: National Citizens Survey. <http://charmreck.org/city/charlotte/citymanager/Documents/Citizen%20Survey%20-%20Technical%20Appendices-Final.pdf>
- 31

Source: QOL Dashboard, using % single-family and/or size of unit. American Community Survey or County Tax Parcel/GIS data. This success measure identifies the distribution and range of housing units.
- 32

Source: American Community Survey. Percent of households spending 30% or more of income on monthly housing costs. This success measure helps identify how many households are cost-burdened by housing costs, spending 30% or more of their income on housing costs. Data and maps available through <http://www.locationaffordability.info/lai.aspx>
- 33

Source: The Equality of Opportunity Project. This website tracks opportunities for social mobility based on family income and location. The Equality of Opportunity Project. <http://www.equality-of-opportunity.org>
- 34

Source: UNCC Regional Data. <http://ui.uncc.edu/data/topic/social-well-being>.

- 35 Source: Mecklenburg County Park and Recreation Annual Report. Total participation in recreation programs. Mecklenburg County Park and Recreation Annual Report. This success measure tracks overall participation in public recreation programs to illustrate demand.
- 36 Source: New question on Charlotte-Mecklenburg Annual Survey (conducted by UNCC) or expansion of question on Mecklenburg County Community Survey (Question 16: Reasons your household has not participated in County Park or Recreation Programs).
- 37 Source: Quality of Life Dashboard. CMS 9-12 Graders proficient in End of Course tests.
- 38 Source: UNCC Urban Institute <http://ui.uncc.edu/data/topic/education>
- 39 Source: American Community Survey. % of population age 25 years and over, with some college, no degree, associate's degree, bachelor's degree and/or graduate or professional degree. 2008-2012 5-Year Estimates. <http://factfinder2.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>
- 40 Source: Measure is in development
- 41 Source: Charlotte Works Annual Report.
- 42 Source: Charlotte Works Annual Report.
- 43 Source: UNCC Urban Institute <http://ui.uncc.edu/data/topic/education>
- 44 Source: Quality of Life Dashboard. Percentage of population living within ½ mile of a Medicaid health care provider of free clinic. This success measure helps illustrate how accessible health care services are to lower income residents.
- 45 Source: American Fitness Index. <http://americanfitnessindex.org/?city=charlotte-nc>. This metric aligns with the Healthy Charlotte Council goal of moving up on the index.
- 46 Source: USDA Food Access Research Atlas: Food Desert locations. <http://www.ers.usda.gov/data-products/food-access-research-atlas/go-to-the-atlas.aspx>
- 47 Source: U.S. DHHS Agency for Healthcare Research and Quality National Quality Measures Clearinghouse. <http://www.qualitymeasures.ahrq.gov/content.px?id=27295&search=%22patient+education%22+OR+%22self+management>.
- 48 Source: Center for Quality Assessment and Improvement in Mental Health. <http://www.cqaimh.org/Report.asp?Code=CCAR0008D&POP=0>
- 49 Source: AIMS (Advancing Integrated Mental Health Solutions) Center. Provided through the U.S. DHHS Agency for Healthcare Research and Quality's Atlas of Integrated Behavioral Health Care Quality Measures. <http://integrationacademy.ahrq.gov/measures/C2%20Behavioral%20Health%20Integration%20Checklist>.
- 50 Source: To be developed by UNCC or using GIS analysis.
- 51 <http://www.nwf.org/How-to-Help/Garden-for-Wildlife/Community-Habitats/About/Participating-Communities/Certified-Communities-by-State.aspx>
- 52 Source: Central Carolinas Master Naturalist Program. Number of new Master Naturalists certified annually or total volunteer hours. <http://charmeck.org/mecklenburg/county/ParkandRec/StewardshipServices/GetInvolved/Pages/CPMN.aspx>
- 53 Source: Trees Charlotte.

- 54 Source: Mecklenburg County Park and Recreation.
- 55 Source. Charlotte Mecklenburg Parks and Recreation. Number of greenway miles.
- 56 Source: Quality of Life Dashboard.
- 57 Source: Green Built North Carolina, US Green Building Council and ENERGY STAR websites. <http://www.wncgbc.org/programs/green-built/current-participants>, <http://www.usgbc.org/projects> and http://www.energystar.gov/index.cfm?fuseaction=labeled_buildings locator.
- 58 Source: Quality of Life Dashboard.
- 59 Source: Quality of Life Dashboard. Average single-family water consumption. Quality of Life Dashboard. This success measure will help track how much water households use over time.
- 60 Source: To be collected, CMUD.
- 61 Source: Quality of Life Dashboard, plus nonresidential data to be provided by Duke Energy (if possible). Average monthly electricity consumption in KWh. This success measure will help track how much energy households and businesses use over time.
- 62 Source: Quality of Life Dashboard, plus nonresidential data to be provided by Piedmont Natural Gas (if possible). Average monthly natural gas consumption. This success measure will help track how much energy households use over time.
- 63 Source: <http://portal.ncdenr.org/web/wm/sw/swmar>
- 64 Source: Leadership Charlotte.
- 65 Source: Hands On Charlotte, City, County data.

APPENDIX D – POTENTIAL PARTNERS

Below is a list of potential partners for Plan implementation. In addition to these partners, local government staff from Mecklenburg County, the City of Charlotte, and the Towns will also assist with implementation. This list is current as of January 2015. For an up-to-date list, please see <http://livablemeck.com>

AARP	Code for Charlotte	McColl Center
Active Charlotte	Community Care Partners of Greater Mecklenburg	MeckEd
Ada Jenkins Center	Community Link	Mental Health Association of the Central Carolinas
AIA Charlotte	Council for Children's Rights	Mint Hill Chamber of Commerce
American Leadership Forum Charlotte	Crescent Communities	My Aloha Paddle & Surf, Inc.
Arts and Science Council	Crisis Assistance Ministry	NC Med Assist
Cardinal Innovations	Davidson College	NC State University Cooperative Extension
Care Ring	Davidson Land Conservancy	NC Sustainable Energy Association
Carolina Thread Trail	Discovery Place	Northeastern University Charlotte Campus
Carolina Voices	Duke Energy	Novant Health Care
Carolinas Healthcare System	E2D	Packard Place
Catawba Lands Conservancy	Envision Charlotte	Piedmont Natural Gas
Catawba Riverkeeper	For Charlotte	Project for Innovation, Energy and Sustainability
Center for Prevention Services	Foresite Development, Inc	Queen City Forward
Central Piedmont Community College	Four Town Alliance (Matthews, Mint Hill, Indian Trail, Stallings)	REBIC
Centralina Council of Governments	Generation Nation	ReCommunity
Charlotte Area Health Education Center	Goodwill Industries	Safe Kids Charlotte-Mecklenburg
Charlotte Center City Partners	Greater Charlotte Apartment Association	Sierra Club Central Piedmont
Charlotte Chamber of Commerce	Greater Charlotte Hospitality & Tourism Alliance	Smart Start of Mecklenburg County
Charlotte Family Housing	Habitat for Humanity	Sustain Charlotte
Charlotte Housing Authority	Hands On Charlotte	Teen Health Connection
Charlotte Mecklenburg Schools	Homeless Services Network	The Learning Collaborative
Charlotte Museum of History	InnerVision	The Relatives - National Safe Place
Charlotte Regional Transportation Planning Organization	Junior Achievement	Trees Charlotte
Charlotte Rescue Mission	Keep Charlotte Beautiful	UNC Charlotte
Charlotte Works	Keep Mecklenburg Beautiful	UNCC Urban Institute
Charlotte-Mecklenburg Food Policy Council	Lake Norman Regional Economic Development Corporation	United Way
Charlotte-Mecklenburg Historic Landmarks Commission	Lake Norman Transportation Commission (LNTC)	University City Partners
Charlotte-Mecklenburg Housing Partnership	Leadership Charlotte	Urban League
Child Care Resources	Learning Help Centers of Charlotte	USGBC - North Carolina Chapter
Children and Family Services Center	Levine Museum of the New South	Ventureprise, Inc
Circle de Luz	Levine Senior Center	Vision Ventures
Citizen Schools	Matthews Chamber of Commerce	Wake Forest Business School
Clean Air Carolina	Matthews Free Clinic	YWCA
CLT Joules	Matthews Help Center	SPICE

